



Operational Risk Management



OPERATIONAL RISK MANAGEMENT (ORM)

ORM is a decision-making process to systemically evaluate possible courses of action, identify risks and benefits, and determine the best course of action for any given situation.

RESPONSIBILITIES

Commanders at all levels will:

- Tailor ORM application and techniques to accommodate the unique mission needs of their organization.
- Develop and maintain ORM implementation and sustainment plans for their organization that direct the integration of ORM into all operational decision-making processes.

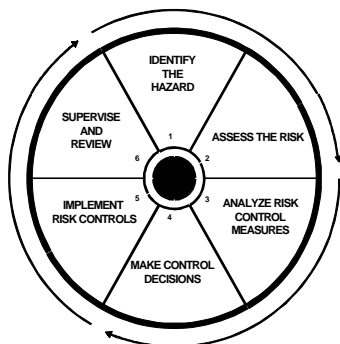
Functional Program Managers at all levels will:

- Integrate the ORM process, principles, and techniques into curricula for all education and training programs to the extent that it is possible and mission supportive to do so. ORM integration into curriculum will be tailored to meet the unique mission of the program in consideration of the goals outlined in Air Force Policy Directive 90-9.

All Air Force Personnel will:

- Apply ORM principles, concepts, and techniques to assess the risks associated with their daily mission and duty-related activities. They are encouraged to apply them to all other activities.

ORM 6-Step Process



PRINCIPLES OF ORM

- **Accept No Unnecessary Risks.** Unnecessary risk comes without a commensurate return in terms of real benefits or available opportunities. All Air Force missions and our daily routines involve risk. The most logical choices for accomplishing a mission are those that meet all mission requirements while exposing personnel and resources to the lowest acceptable risk.
- **Make Risk Decisions at the Appropriate Level.** Making risk decisions at the appropriate level establishes clear accountability. Those accountable for the success or failure of the mission must be included in the risk decision process.
- **Accept Risks When Benefits Outweigh the Costs.** All potential benefits should be compared to all potential costs. The process of weighing risks against opportunities and benefits help to maximize unit capability.
- **Integrate ORM into Operations and Planning at all Levels.** To effectively apply risk management commanders must dedicate time and resources to integrate risk management principles into the planning processes. Risks are more easily assessed and managed in the planning stages of an operation.

FUNDAMENTAL GOALS OF ORM

- Enhance mission effectiveness at all levels, while preserving assets and safeguarding health and welfare.
- Integrate ORM into mission processes, ensuring decisions are based upon assessments of risk integral to the activity and mission.
- Create an Air Force in which every leader, airman, and employee is trained and motivated to manage risk in all their on- and off-duty activities.
- Identify opportunities to increase Air Force warfighting effectiveness on the battlefield and in the operational aerospace environment, helping to ensure decisive victory in any future conflict at the least possible cost.